

Final



North Carolina Procurement Transformation

Technology Workstream
Current State Assessment
January 21, 2011

Executive Summary

Objective:

- To evaluate the State's current state in the technology capability areas of Buying, Spend Reporting, Master Data Management, and Supplier Integration.

Approach:

- During the evaluation process, the team:
 - ☑ Gathered inputs from subject matter experts, system documentation, architecture diagrams and usage statistics
 - ☑ Performed External Assessment (Accenture Transformation Team)
 - ☑ Conducted Internal Assessment (Various State Representatives)
 - ☑ Conducted workshops to review challenges, opportunities and confirm requirements

Executive Summary

After External and Internal reviews were conducted, the State and Accenture came to an agreed consensus score for In-Scope Technology Assessment Areas.

Technology Assessment Area	State Score Average	Accenture Score Average	Consensus Score Average	Comments
Buying Tool	6.2	7.2	6.6	Complete (December 2010)
Spend Reporting	3.4	3.2	3.0	Complete (January 2011)
Master Data Management	6.3	5.9	6.0	Complete (January 2011)
Supplier Integration	5.8	5.9	5.8	Complete (January 2011)
Sourcing, Quote & Solicitation	-	-	-	Deferred
Contract Management	-	-	-	Deferred
Invoice & Payment	-	-	-	Deferred
Supplier Management	-	-	-	Deferred

* The Consensus Score for Spend Reporting is lower than both the State's and Accenture's score. This is a result of several consensus scores being at or closer to the lower original score. See [Attachment A](#) for detailed consensus scoring.

Executive Summary

Area	What's working well	Challenges / Opportunities
Buying Tool	<ul style="list-style-type: none"> System meets the overall needs of the State. System provides core functionality for requisitions allowing purchase of catalog and non-catalog. State controls for purchasing approvals are supported. 	<ul style="list-style-type: none"> System is highly customized to meet unique agency requirements. Opportunity to simplify and standardize. Performance issues may be caused by 9 years worth of data, high level of customization, and complexity of workflow. The current version of the Buying Tool will no longer be supported and needs to be upgraded or replaced. Users have too many product options, making search (including punch-out sites) challenging. Opportunity to improve via strategic sourcing.
Spend Reporting	<ul style="list-style-type: none"> Majority of the source data is available at the appropriate level of detail. There is experience extracting, merging and loading data from the eProcurement SAS project and NC Open Book 	<ul style="list-style-type: none"> Current tools are difficult to use and have restricted user adoption and roll-out. Current systems also lack advanced reporting and ad-hoc capabilities. There is not a single system that combines order, contract, and payment data. The State is currently only able to report on less than 50% of total State spend including Agencies, Universities, Community Colleges, and LEAs.
Master Data Management	<ul style="list-style-type: none"> Vendors have self registration and update capabilities. Core vendor data is synchronized between various financial systems. Current interfaces between eProcurement system and subscribing systems is efficient and accurate. Good coordination and consistent use of NIGP coding structure. 	<ul style="list-style-type: none"> Vendor data is managed in multiple systems (e.g. Vendor Registration, NCAS, IPS) Limited ability to accept all vendor data and changes by subscribing systems due to data issues.
Supplier Integration	<ul style="list-style-type: none"> Bid system notifies vendors when new bids are available Vendors can load their catalogs electronically Vendors have multiple options to accept Purchase Orders from the eProcurement system. 	<ul style="list-style-type: none"> Current system does not allow vendors to submit bids electronically. Low adoption of electronic order methods due to Ariba Supplier Network fee concern. No ability for vendors to Submit invoices electronically

Current State Assessment

- Assessment Approach
- Current State Technical Assessment Results

Technology Workstream Overview

Objectives:

- Assess current buying tool, solicitation systems, vendor registries and reporting systems.
- Identify opportunities to enhance/replace current procurement tools and provide recommendations on technology roadmap.

Scope:

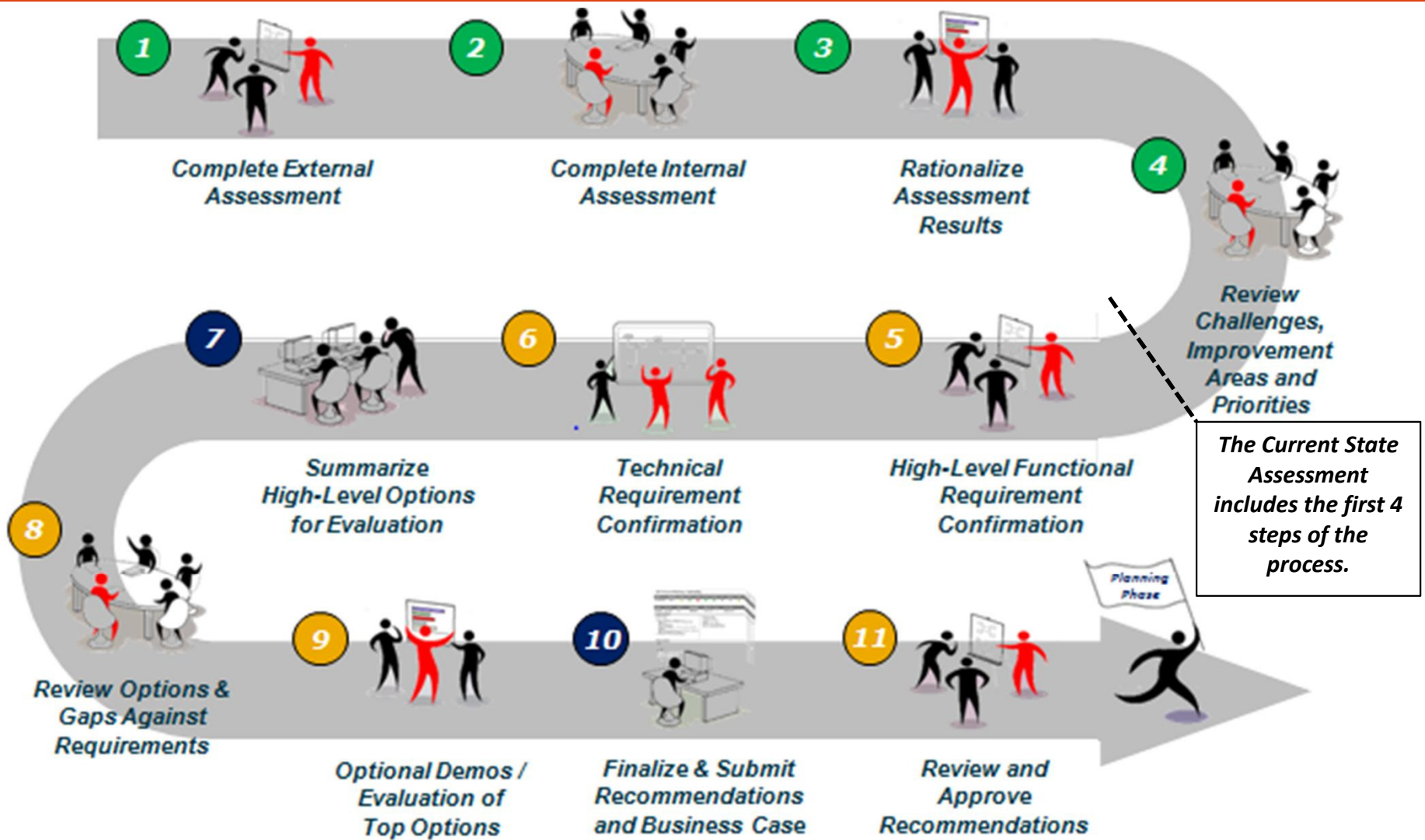
- In scope assessment areas include:
 - Buying Tool
 - Spend Reporting
 - Master Data Management
 - Supplier Integration



Approach:

- The purpose of this first activity was to evaluate the State's current capabilities in the Buying Tool, Spend Reporting, Master Data Management, and Supplier Integration.
- The following slide summarizes the general approach used in completing the assessment, evaluation and recommendation.

Approach



Workshop Summaries

Workshops were conducted with key stakeholders to assess the state of the current environment. The following meetings were used to rationalize scores between the Internal and External Assessments and to review and discuss the challenges in each area.

Workshop	Date	Attendees	Summary
Internal Technology Assessment of Buying Tool and Initial review of scores	12/02/10	Patti Bowers (DOA Office of the Secretary), Jim Macaulay (Office of the State Controller), Angie Dunaway (DOA P&C), Sherri Garte (DHHS - Purchasing), Joel Sigmon (Office of State Budget and Management), Melvin Plummer (DOA – Facility Management), Leroy Kodak (ITS Statewide IT Procurement), Releata Baker-Jones (ITS Statewide IT Procurement)	<ul style="list-style-type: none"> Facilitated walk through of the 77 questions about Buying Tool functionality State scored the current solution on each of the questions Reviewed the summary of the scores Revealed scoring by Accenture and discussed
Conduct Buying Tool Assessment Rationalization and Challenges review session	12/06/10	Patti Bowers (DOA Office of the Secretary), Robert Zenkel (DOA MIS Division), Dell Pinkston (DOA MIS Division), Jim Macaulay (Office of the State Controller), Angie Dunaway (DOA P&C), Tina Mclamb (DOA P&C), Sherri Garte (DHHS - Purchasing), Joel Sigmon (Office of State Budget and Management), Melvin Plummer (DOA – Facility Management), Debra Wallace (Wake Technical Community College), Leroy Kodak (ITS Statewide IT Procurement), Releata Baker-Jones (ITS Statewide IT Procurement), Karen Woodall (DOA P&C), Donnie Thorne (DOT – Purchasing), Melinda Coleman (Dept. of Agriculture - Purchasing)	<ul style="list-style-type: none"> Reviewed summary scores with a 1.5 rating difference between Accenture and the State to arrive at a consensus score Reviewed detailed scores with a 3.0 rating difference between Accenture and the State to arrive at a consensus score Reviewed functional requirements, challenges, improvement options, and priorities

Workshop Summaries

Workshop	Date	Attendees	Summary
Internal Technology Assessment of Spend Reporting and Initial review of scores	1/06/11	Patti Bowers (DOA Office of the Secretary), Dell Pinkston (DOA MIS Division), Jim Macaulay (Office of the State Controller), Angie Dunaway (DOA P&C), Tina Mclamb (DOA P&C), Sherri Garte (DHHS - Purchasing), Joel Sigmon (Office of State Budget and Management), Debra Wallace (Wake Technical Community College), Releata Baker-Jones (ITS Statewide IT Procurement), Karen Woodall (DOA P&C), Anne Bander (DOA), James Staton (DOA P&C), Speros Fleggas (DOA), Sharon Rosado (NC Community College System Office), Duane Maxie (NC Community College System Office), Laurence Leung (NC Community College System Office), Marcus Howard (NC Community College System Office)	<ul style="list-style-type: none"> Facilitated walk through of the 33 questions about Spend Reporting functionality State scored the current solution on each of the questions Reviewed the summary of the scores Revealed scoring by Accenture and discussed
Spend Reporting Assessment Rationalization and Challenges review session	1/12/11	Patti Bowers (DOA Office of the Secretary), Dell Pinkston (DOA MIS Division), Jim Macaulay (Office of the State Controller), Angie Dunaway (DOA P&C), Tina Mclamb (DOA P&C), Sherri Garte (DHHS - Purchasing), Joel Sigmon (Office of State Budget and Management), Debra Wallace (Wake Technical Community College), Releata Baker-Jones (ITS Statewide IT Procurement), Karen Woodall (DOA P&C), Anne Bander, James Stanton, Speros Fleggas, Sharon Rosado (Community College System Office)	<ul style="list-style-type: none"> Reviewed detailed scores with a 3.0 rating difference between Accenture and the State to arrive at a consensus score Reviewed functional requirements, challenges, improvement options, and priorities
Internal Technology Assessment, Rationalization and Challenges review of Master Data Management and Supplier Integration	1/13/11	Patti Bowers (DOA Office of the Secretary), Dell Pinkston (DOA MIS Division), Jim Macaulay (Office of the State Controller), Angie Dunaway (DOA P&C)	<ul style="list-style-type: none"> Facilitated walk through of the 11 questions about Master Data Management Facilitated walk through of the 11 questions about Supplier Integration State scored the current solution on each of the questions Reviewed the summary of the scores Reviewed detailed scores with a 3.0 rating difference between Accenture and the State to arrive at a consensus score

General Supporting Inputs

A variety of inputs were used as background and supporting documentation in the Technology Assessment of the State's Buying Tool, Spend Reporting, Master Data Management, and Supplier Integration capabilities.

Input	Description	Source
Previous assessments	<ul style="list-style-type: none"> • BEACON procurement requirements and JAD session results • Due Diligence report for eProcurement 	Patti Bowers State of North Carolina
eProcurement System Architecture	<ul style="list-style-type: none"> • Current eProcurement network and interface diagrams • Current eProcurement tool reporting capabilities • Supplier Integration capabilities 	eProcurement Project Team
eProcurement Usage Statistics	<ul style="list-style-type: none"> • Overview of catalogs, items, transaction and user volumes 	eProcurement Project Team
eProcurement SAS Reporting Tool	<ul style="list-style-type: none"> • Overview of features and functionality of SAS Reporting tool 	eProcurement Project Team
eProcurement System Online Review	<ul style="list-style-type: none"> • Accenture transformation team review of current system features and configuration 	Mike Courtney – Accenture (with non-production access provided by eProcurement Team)

General Supporting Inputs

Input	Description	Source
eProcurement Processes and Procedures	<ul style="list-style-type: none"> • Overview of Master Data Management policies and procedures within the eProcurement Tool • Supplier Integration capabilities 	eProcurement Project Team
NC Auditor's Reports	<ul style="list-style-type: none"> • NC Auditor's reports from last year related to contract monitoring and management 	State Auditors Website
NC Open Book	<ul style="list-style-type: none"> • Accenture transformation team review of features and functionality 	Accenture Transformation Team
Feedback from Technology Workstream workshops	<ul style="list-style-type: none"> • Input and results from Technology Assessment, rationalization, challenges and opportunities and technical requirement confirmation sessions 	Accenture led meeting with key State Stakeholders

* The following inputs were not specifically reviewed during the Spend Reporting Assessment: DOT's SAP, IPS, NCAS, Community Colleges, University systems or other LEA systems

Current State Technical Assessment

The Current State Technical Assessment is used to help evaluate both features and effective use of an organization's Buying Tool, Spend Reporting , Master Data Management and Supplier Integration capabilities.

- The Buying Tool Assessment scorecard is a collection of approximately 77 “leading practice” questions that evaluates an organization's technology utilization in 12 key categories.

Accessibility & Use	Requisitioning	Receiving
Training	Workflow and controls	Contract Compliance
Catalog Content & Management	PO Creation and Distribution	Financial (ERP) System Interfaces
Catalog Search	Change Orders	Data Management

- The Spend Reporting Assessment scorecard is a collection of approximately 33 “leading practice” questions that evaluates an organization's technology utilization in 6 key categories.

General	Accessibility & Use	Training
Source Systems	Data Loading	Reporting Interface

- Master Data Management and Supplier Integration were covered by 22 “leading practice” questions that evaluate the organization's capabilities in these areas.
- The final results or “score” of the assessment are subjective. However, the real benefit of the assessment tool is assessing overall areas in which an organization is doing well with technology or areas in which improvements could be made.

Current State Technical Assessment

A three step process was performed to evaluate the Current Technical State of the State's Buying Tool, Spend Reporting capabilities, Master Data Management and Supplier Integration.

1. External Assessment

- The Accenture Technology Workstream lead was provided access to the systems and supporting process and procedures
- Each of the answers in the assessment were evaluated and rated on a score of 0-10, where 0 is low (functionality doesn't exist) 5 is medium (feature is available, but could be improved or more effectively used) and 10 is high (fully meets the needs and no improvement opportunities identified).

2. Internal Assessment

- A facilitated session was held with State participants and included a walk through explanation of each question.
- The group discussed and agreed on a score for each question, which was done without providing visibility to the externally assessed score.
- Once each of the individual questions (including the optional areas) were scored, the group was presented the summary score by area, and did a quick review and sanity check to ensure consistency with those areas they felt should be rated higher or lower.
- In the final step, the external scores were exposed and the participants shown a comparison of internal vs. external scores and identification of "gap" areas.

3. Rationalization

- The final step in the assessment was a detailed discussion of gap areas - summary areas where internal and external scores varied by more than 1.5.
- Additional review of specific questions was done where there was gap of 3.0 or greater and a consensus scored agreed. For all others, an average of internal and external scores was calculated in the consensus column.
- In this session a final sanity check was done to confirm the areas that were rated higher or lower than others.
- In some cases, the consolidated rationalized score may be closer to one end of the range or the other. This may generate a Consensus Average Score that is outside of the Internal and External average scores.

Current State Assessment

- Assessment Approach
- Current State Technical Assessment Results

Current State Technical Assessment

After reviewing the current system externally and with input from Key State Stakeholders the results were documented.

Assessment Results:

- For each of the four in-scope technology capability areas, the following slides summarize:
 - The key take away points generated from the Assessment results and discussions.
 - The areas where the State is doing well, and the areas where there are opportunities for improvement.
 - A summary of the Assessment scores.

Scoring Methodology:

- The scorecard summary shows the functional areas with corresponding external, internal and consensus rating scores. It graphs the initial ratings on a scale of 1 to 10, visually showing the initial gap in ratings.
- Areas where the scores are highlighted yellow reflect scores where the Internal and External Assessments had a gap of greater than 1.5 and prompted additional discussion during the rationalization session.
- The green dotted line in the scoring summary area represents where a “leading practice” organization would be rated for a particular functional area – with a score of 8.5 or higher.
- The Current State Technical Assessment (Excel Spreadsheet) is included as [Attachment A](#).

Buying Tool - Current Technical Assessment Results

The results of the Assessment were analyzed and key points were identified.

Key take-aways for Buying Tool:

- The average Internal and External Assessment scores only varied by 1.0 (10%).
- Overall feedback from the participants was that the system provides the required functionality and meets the base needs.
- Many of the challenges the group raised (with the exception of catalog search and system performance) are not system issues, but with the supporting processes and how effectively the system is used.
- Although not specifically evaluated, one of the key concerns raised by participants was current system performance during peak usage times. Potential areas for investigation or improvement include historic transaction volume (10 years of history in system), number of customizations and complexity of workflow rules and high volume of catalog items.

Buying Tool - Current Technical Assessment Results

Area	What's working well	Challenges / Opportunities	Priority to Address
Accessibility & Use	<ul style="list-style-type: none"> High user and transaction volumes System is easily accessible to users 	<ul style="list-style-type: none"> There's an opportunity to provide an improved portal that helps users identify preferred buying channels and contracts by category 	Low
Training	<ul style="list-style-type: none"> Training is generally available, but underutilized Training is offered regularly and covers the eProcurement system well 	<ul style="list-style-type: none"> High turnover of staff increases need for training Training could be more effective if role or activity based and available via web as needed Training should include not just system, but supporting processes and policies 	High
Catalog Content & Management	<ul style="list-style-type: none"> Suppliers manage their own catalogs and State staff focus on review and approval Catalog management tool facilitates validation and online approvals of new and updated catalogs 	<ul style="list-style-type: none"> Many eligible contracts have not been converted to catalogs and many catalogs are considered out-of-date Users have too many product options, making search (including punch-out sites) challenging. Opportunity to improve via strategic sourcing No tools are available to easily review and audit punch-out products and pricing Catalog filtering (limiting what users can see which catalogs) could be used to improve user experience 	High

Buying Tool - Current Technical Assessment Results

Area	What's working well	Challenges / Opportunities	Priority to Address
Catalog Search	<ul style="list-style-type: none"> Product search is available using a number of attributes Catalog items mapped using standard NIGP codes Public catalog search is available for use by local governments and other affiliated entities 	<ul style="list-style-type: none"> Provide better search features such as product search refinement, product comparison and better use of pictures (more Amazon like) Improve the product hierarchy to make it more intuitive and easier to find "most common" items and punch-out sites Potentially make catalogs accessible to other eProcurement systems (e.g. those used by universities or other areas) Product descriptions and search data should be optimized based on most common searches 	High
Requisitioning	<ul style="list-style-type: none"> System provides core functionality for requisitions allowing purchase of catalog and non-catalog System provides on-line validation and ensures all required fields are complete 	<ul style="list-style-type: none"> Search for suppliers could better differentiate like suppliers (e.g. same supplier with different locations) Blanket order functionality could be introduced (different than standard requisitions) to provide better tracking of expiration dates and approaching max limits) 	Low
Workflow and controls	<ul style="list-style-type: none"> State controls for purchasing approvals are supported State effectively uses "role-based" approvals Requestors and approvers can dynamically add additional approves System keeps a detailed audit trail of transaction activities and changes 	<ul style="list-style-type: none"> System is highly customized to meet unique agency requirements. Opportunity to simplify and standardize Complexity of workflow may create system performance issues as workflow is generated Most transactions require 3 or more approvals, even if purchasing low-dollar, contracted items, lengthening approval and processing times and encouraging users to "work around" the system 	Medium

Buying Tool - Current Technical Assessment Results

Area	What's working well	Challenges / Opportunities	Priority to Address
PO Creation and Distribution	<ul style="list-style-type: none"> System automatically generates and distributes purchase order upon full approval of requisition System provides suppliers multiple options to receive purchase orders (e.g. email, EDI, XML) 	<ul style="list-style-type: none"> Opportunity to receive and reflect order confirmation and advance ship notices, if provided by the supplier 	Low
Change Orders	<ul style="list-style-type: none"> System allows change orders and supports required approvals and tracks versions and audit history of changes 	<ul style="list-style-type: none"> Opportunity to improve when change orders are allowed (e.g. supplier preference, or based on transaction status such as not fully received or not fully invoiced) 	Low
Receiving	<ul style="list-style-type: none"> System requires users to provide receipts for items ordered via eProcurement solution System supports flexible delivery models (desktop vs. centralized receiving) 	<ul style="list-style-type: none"> Opportunity to use both quantity and amount (dollar value) based receipts Ability to incorporate asset information collection / validation into the receiving process 	Medium
Contract Compliance	<ul style="list-style-type: none"> Catalog items reflect State contracted pricing, although not always up-to-date 	<ul style="list-style-type: none"> System could be used to track basic contract information, as well as generate notifications of upcoming expiration or when contract is approaching a pre-set maximum amount Contract compliance functionality could be used to ensure pricing and payment terms are met during PO processing 	Medium
Financial (ERP) System Interfaces	<ul style="list-style-type: none"> Interfaces exist between eProcurement and NCAS and additional community college and LEA systems Interfaces provide near real-time posting of PO's and Receipts as well as budget checking and encumbrance postings 	<ul style="list-style-type: none"> Better synchronization of vendor master data (from single source system) across systems Potential interface between eProcurement and DOT's SAP system should be considered 	Medium



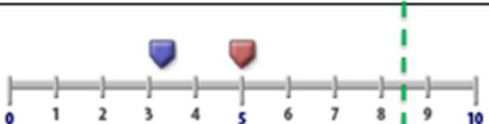
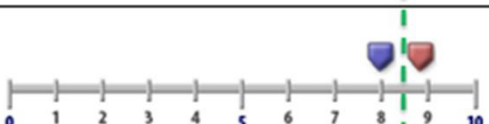


Buying Tool - Current Technical Assessment Results

Area	What's working well	Challenges / Opportunities	Priority to Address
Data Management	<ul style="list-style-type: none"> Agencies can manage certain role and user assignments for workflow as well as use online form for address maintenance Standardized use of NIGP codes, payment terms and other master data 	<ul style="list-style-type: none"> Opportunity to use single source for vendor master across systems as well as align NIGP code versions in different systems. This will be evaluated in more detail during the Master Data Management Assessment 	Medium
Invoice Acceptance	<ul style="list-style-type: none"> Not in scope today 	<ul style="list-style-type: none"> Electronic invoices are not accepted today Paper invoices are not received centrally and tracked from the time they are received in the State Supplier's don't have "self-service" ability to check status of invoices and payments on-line 	N/A
Invoice Matching and Exception Processing	<ul style="list-style-type: none"> Invoice matching and exception processing is managed in NCAS NCAS system provides line-item matching, exception processing and approval of non-PO (direct) invoices Payment discount optimization is managed well 	<ul style="list-style-type: none"> Solution is not fully integrated with eProcurement solution, providing order and payment data in one system. Workflow for Non-PO (direct) invoices doesn't follow same approval flow as a standard reconciliation 	N/A
Travel and Expense Management	<ul style="list-style-type: none"> Not in scope today 	<ul style="list-style-type: none"> Opportunity to implement Travel and Expense Management tool, leveraging current financial system interfaces, approval flow and master data Could provide a standardized, automated and consistent tool for T&E management to improve compliance, make review and auditing more effective and decrease overall processing time and effort 	N/A

Buying Tool - Current Technical Assessment Results

Technology Assessment Area	State Score Average	Accenture Score Average	Consensus Score Average	Scoring Summary
Accessibility & Use	7.3	8.0	7.7	
Training	4.7	6.3	5.0	
Catalog Content & Management	5.2	5.3	5.0	
Catalog Search	4.8	6.4	5.6	
Requisitioning	7.8	8.5	8.0	
Workflow & Controls	6.7	7.0	6.8	
Purchase Order Creation & Distribution	9.8	9.0	8.9	

Buying Tool - Current Technical Assessment Results

Technology Assessment Area	State Score Average	Accenture Score Average	Consensus Score Average	Scoring Summary
Change Orders	7.1	8.3	7.8	
Receiving	3.7	5.0	4.8	
Contract Compliance	3.3	5.0	4.1	
Financial (ERP) System Integration	8.0	8.8	8.4	
Data Management	6.6	8.2	7.7	
Average Assessment Score	6.2	7.2	6.6	

Spend Reporting - Current Technical Assessment Results

Key take-aways for Spend Reporting

- Spend Reporting scored low overall and provides several opportunities to improve. A new Spend Reporting tool should be implemented to alleviate performance considerations and to increase ease of use and user adoption.
- Current Spend Reporting tools provide limited reporting capabilities. Advanced Spend Reporting tools provide prepackaged spend reports as well as greater ad-hoc reporting.
- There is not a single system where the State can report on consolidated Purchase Order, Contract, and Payment transactions.
- The State is currently only able to report on less than 50% of total State spend including Agencies, Community Colleges, Universities, and LEAS. There is an opportunity to capture additional transactions from other systems like Universities and DOT Spend not in eProcurement.

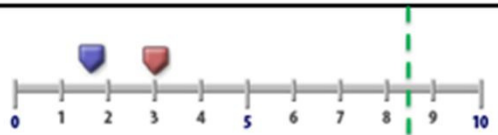



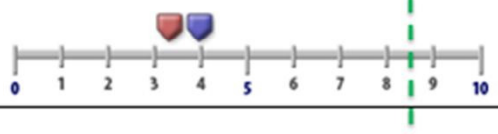
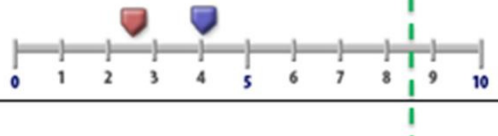

Spend Reporting - Current Technical Assessment Results

Area	What's working well	Challenges / Opportunities	Priority to Address
General		<ul style="list-style-type: none"> • There's an opportunity to provide an improved spend reporting tool that helps users identify preferred savings opportunities and monitor Procurement metrics. • Multiple systems meet pieces of the need rather than a single system. There is not a single repository that has Purchase Order, Contract and Invoice data in one place. • The eProcurement SAS reporting tool has significant constraint issues that prevents effective system adoption. • State Agencies do not use a consistent set of Metrics and access to shared data views is limited. • The State is currently only able to report on less than 50% of total State spend including Agencies, Community Colleges, Universities, and LEAS. 	High
Accessibility & Use	<ul style="list-style-type: none"> • Users with access to the system are able to get the spend reporting data they need. 	<ul style="list-style-type: none"> • Rollout is limited to a small number of users, an improved reporting tool will facilitate a larger rollout. 	High
Training		<ul style="list-style-type: none"> • With a new system and larger rollout, training will need to be improved and made more accessible. 	Medium

Spend Reporting - Current Technical Assessment Results

Area	What's working well	Challenges / Opportunities	Priority to Address
Source Data	<ul style="list-style-type: none"> Majority of the source data is available at the right level. 	<ul style="list-style-type: none"> Source data can be improved to provide better Spend against Contract Data. The NIGP commodity code structure should be updated, or the State should look at an alternative structure. Need to ensure that "spend" data is focused on payments out and not just "ordered" amount for reports. Vendor performance management metrics / data (on-time delivery, quality projects (rejections), price variances, etc.) is not available to professional procurement staff. Data is not pulled from all State sources (e.g. Universities, some DOT spend). 	Medium
Data Loading	<ul style="list-style-type: none"> There is recent experience with extracting and combining data from different systems (NCAS, eProcurement). 	<ul style="list-style-type: none"> Data accuracy is questionable and difficult to measure (example is duplicate records). With an improved Spend Reporting system, there is an opportunity to improve the merging of the data that is loaded . 	Medium
Reporting Interface		<ul style="list-style-type: none"> Current solutions often require that users extract data to another tool (e.g. Excel) in order to analyze the data. Advanced Spend Reporting solutions provide the ability for power users to utilize analytic tools and create reports that meet their needs on an ad-hoc basis. The current reporting tools are difficult to use. 	High

Spend Reporting – Current Technical Assessment Results

Technology Assessment Area	State Score Average	Accenture Score Average	Consensus Score Average	Scoring Summary
General	1.8	3.0	1.8	
Accessibility & Use	3.0	2.4	2.7	
Training	2.0	2.3	2.2	
Source Systems	5.6	5.3	5.4	
Data Loading	4.0	3.3	3.3	
Reporting Interface	4.0	2.7	2.9	
Average Assessment Score	3.4	3.2	3.0	

Master Data Management - Current Technical Assessment Results

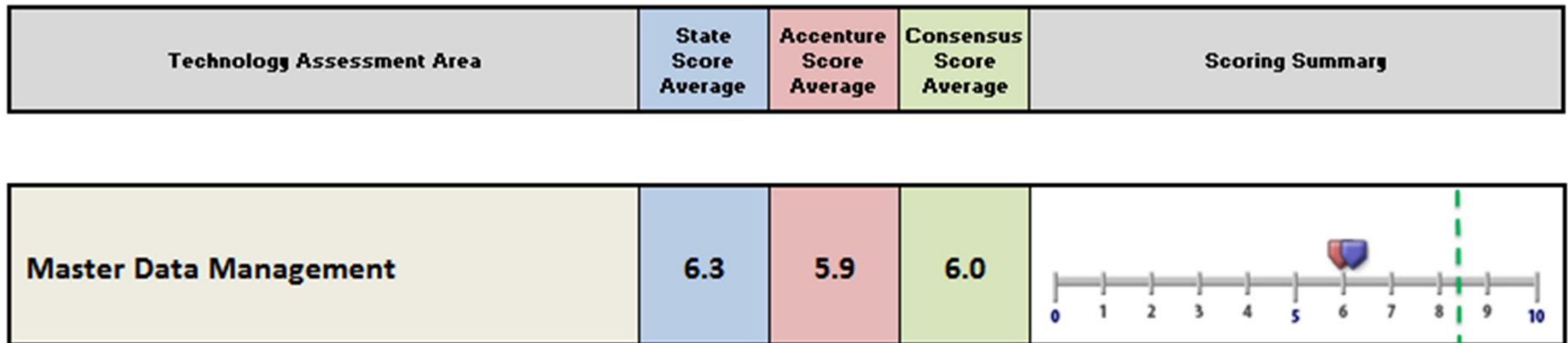
Key take-aways for Master Data Management:

- The State has an opportunity to improve Master Data Management interfaces and processes as part of the of the Procurement Transformation.
- The State has several areas where Master Data Management is implemented effectively including Accounting, Commodity Codes, and Units of Measure.
- The Commodity Code structure is currently using an older version of NIGP, and should be updated or replaced with another code structure.
- The State would benefit from improved vendor registration and management systems that create a single source for vendor data and facilitate better interfacing with subscribing systems.
- An interface from the BEACON HR system to eProcurement system would provide improved management of user attributes and tie user activation/deactivation with BEACON.

Master Data Management - Current Technical Assessment Results

Area	What's working well	Challenges / Opportunities	Priority to Address
<i>Master Data Mgmt - Vendor Data</i>	<ul style="list-style-type: none"> Vendors have self-service tools to register and maintain their vendor data. Core vendor data is synchronized between various financial systems (e.g. between eProcurement and NCAS) 	<ul style="list-style-type: none"> Vendors have multiple vendor management systems for the State (e.g. IPS, eProcurement vendor registration) In addition to self-service vendor data, vendors are also maintained manually in NCAS (direct pay vendors, DOT, University systems, etc.) Data interfaces have limitations due to data model challenges. For example, NCAS accepts new vendors, but not changes or deletions. Also, some values such as bank account details are captured, but not passed to NCAS where needed. 	High
<i>Master Data Mgmt - User Data</i>		<ul style="list-style-type: none"> There is currently no interface between the eProcurement and HR systems. A new interface would allow user activation/deactivation to be tied to user management in the HR system. For example, an employee that resigns should be deactivated in eProcurement automatically. If a user changes organizations, they may have to have two or more eProcurement IDs to keep transactions aligned. 	Medium
<i>Master Data Mgmt - Accounting Data</i>	<ul style="list-style-type: none"> Master data interface for accounting between NCAS and eProcurement is working well today. 		Low
<i>Master Data Mgmt - Other Non-Interfaced Data</i>	<ul style="list-style-type: none"> State has standardized on NIGP commodity code structure. Existing template in eProcurement tool for users to add new addresses. Payment terms generally in sync between NCAS and eProcurement. 	<ul style="list-style-type: none"> NIGP code needs to be updated and same version should be used across different systems. (eProcurement and NCAS have different versions) 	Low

Master Data Management - Current Technical Assessment Results



Supplier Integration - Current Technical Assessment Results

Key take-aways for Supplier Integration

- The State has a good electronic exchange for vendor catalog loading using the Aravo tool.
- The State currently has several capability areas where they are doing well including Vendor Bid Notification and multiple order methods including email, fax, and electronic orders via the Ariba Supplier Network.
- There are several areas for improvement including improved sourcing tools that allow for electronic bid submission as well as electronic invoice solutions.

Supplier Integration - Current Technical Assessment Results

Area	What's working well	Challenges / Opportunities	Priority to Address
Supplier Integration – Bids / Solicitations	<ul style="list-style-type: none"> Solicitations (bids) are posted online for vendors to access. Vendors can elect to receive bid notifications via email 	<ul style="list-style-type: none"> The current systems don't support acceptance of electronic bid responses from vendors. 	Medium
Supplier Integration – Invoicing		<ul style="list-style-type: none"> Electronic invoices are not accepted today resulting in all invoices having to be keyed manually. Paper invoices are not received centrally and are not tracked from the time they are received in the State Vendor's don't have "self-service" ability to check status of invoices and payments on-line 	Medium
Supplier Integration – Catalogs	<ul style="list-style-type: none"> Vendors can electronically submit catalogs for loading into the catalog system. Solution provides capabilities to connect to vendor punch-out catalogs. 	<ul style="list-style-type: none"> The current systems and processes don't support regular audit of available products and pricing against vendor contracts. 	Low
Supplier Integration – Purchase Orders	<ul style="list-style-type: none"> Vendors are allowed to select and update their preferred method for receiving purchase orders. Multiple PO distribution methods are available to vendors, including email, fax, XML, EDI, or viewing online via centralized portal. 	<ul style="list-style-type: none"> Incremental vendor fees for ASN use of end-to-end electronic order methods such as XML and EDI. Low adoption of ASN use. As a result, order confirmations and advance ship notice capabilities are not used today. 	Low

Supplier Integration - Current Technical Assessment Results

Technology Assessment Area	State Score Average	Accenture Score Average	Consensus Score Average	Scoring Summary
Supplier Integration	5.8	5.9	5.8	